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18 June 1965

MEMORANDUM FOR : Director of Training

SUBJECT : Senior Seminar in Foreign Policy

1. This memorandum is in response to your Office's request for a report following my completion of participation in the Seventh Senior Seminar in Foreign Policy. Included are a brief description of the course and its aims, some comments on Agency participation and contribution, and a recommendation that the Agency continue to participate. I found the course highly educational and worthwhile, and also very pleasant.

2. Following is an official description: "The Senior Seminar in Foreign Policy is the most advanced training program in the field of international relations and foreign policy offered by the Department of State. Its purpose is to assist in the preparation of officers for positions of high responsibility. The Seminar provides an intellectual framework for a free and vigorous inquiry into some of the complexities of foreign policy. It aims to broaden and deepen the thinking of its participants with regard to the domestic and foreign affairs of the United States and to stimulate their powers of creative and thoughtful judgment."

3. Membership in the Seminar is limited to about twenty-five persons from various government agencies and departments holding the rank of FSO-3 to FSO-1, or GS-15 and above. The minimum rank for military members is colonel. The twenty-five members of the Seventh Senior Seminar included twelve from State, two from USIA, one each from AID, Commerce, Treasury, Agriculture, Defense, Army, Navy, Air Force, Marines, [redacted]

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4. The Senior Seminar has no faculty of its own, but rather invites in speakers and goes on numerous field trips. The "Coordinator" of the Seventh Senior Seminar (who will also be there this coming year) was Ambassador G. Lewis Jones.

5. The course has been put together with a great deal of imagination and intelligence. How much a person gets out of it depends very much on that person himself. At the beginning of the Seminar it was described as a "year of the empty in-basket," a chance to relax and renew oneself, to study and to think, as well as to travel. Considerable time is allowed for individual reading and study, and intra-Seminar group discussions. But the exposure during the year is tremendously broad. Speakers during the year (and one has the opportunity to talk with as well as listen to them) include high-level figures from all three branches of the federal government as well as numerous personages from the academic world and in industry, unions, banking and financial circles, agriculture, trade and foreign commerce, science, the press, the arts, and local governments. The speakers and their views are highly diverse. Most speakers are Americans, but the schedule includes some foreigners as well. Much time is spent on defense and foreign affairs, and the formulation of U.S. foreign policy, but a great deal of time is also spent on the American base of U.S. foreign policy. Looked at and studied here are such things as the U.S. economy, agricultural and industrial trends, urban renewal, race relations, government power and relations between the federal and state and city governments, etc. Field trips this past year took us to some 17 states, plus Puerto Rico and the Virgin Islands. Moreover, each member was allowed to go on an independent foreign trip in connection with an individual study project. One cannot go through this course without having his outlook broadened and deepened, without getting a better appreciation of the United States, its strengths and problems, its position in the world, and the position of the world.

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6. The Agency, as was noted above, had two of the twenty-five memberships in the Seventh Senior Seminar. In November the Seminar visited the Agency headquarters -- a highly successful all-day visit during which the Seminar was addressed by the DCI, the DDCI (who hosted lunch), the Executive Director, the DD/I, the DD/P, and the DD/S&T, and visited a counterinsurgency exhibit. Mr. Cline, the DD/I, Mr. [] of ORR, and Mr. [] of ONE spoke at the Seminar on subsequent dates, each of them making a quite favorable impression. There is no doubt but that the visit to Langley and the performance of Agency speakers impressed the Seminar members in general with the calibre of Agency personnel and gave them a much better appreciation of the role of the Agency. I would recommend that the Agency contribution to the Seminar curriculum be continued on at least this scale in the future.

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7. This past year was the first in which the Agency had an overt Agency employee (myself) in the Seminar, and the first in which it had more than one representative in the Seminar. I believe it has been good, both for the Agency and the Seminar, to have both the overt and covert sides of the Agency represented. So far as I know, all Agency employees selected to attend the Senior Seminar have been at the GS-15 level; I would suggest that this be considered the minimum and not the maximum rank for selection. Much of the value of the seminar comes from the participants themselves, and hence much of the value depends on the selection of personnel who can make meaningful contribution.

8. As to the value of the course, I would find it hard to overestimate how worthwhile it has been to me personally. Whatever positions I may or may not hold in the future, I will have profited from the past year, and I very much appreciate having had this opportunity. But has the Agency, has the government benefitted? If improving a part improves the whole, then the answer is yes. Hopefully one could also say yes if the measurement is according to contribution to better understanding within and between various government departments and agencies, or even between those in and those out of government. But the long-term answer lies in the future. I would certainly hope that the opportunities will be there and the performance sufficient so that the U. S. taxpayer will get his money's worth.

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